

OFFICE OF COLLECTION AND DISSEMINATION

RESTRICTED

12 November 1948

MEMORANDUM TO: All Hands, OCD

FROM: Assistant Director, OCD

SUBJ: OCD Policy

1. OCD's major function is that of providing service to the other offices of the Agency. It must be the objective of everyone in OCD to see that prompt and efficient service is given to every worker, from another office in CIA who requests it, and never to deny a request save when, on practical grounds, it seems certain that compliance would work harm to the Agency by interfering with other services which are being and must continue to be performed.
2. The ritualistic approach was a favorite with the old OCD, which regarded itself as engaged in a constant struggle with the other offices for preeminence. No hint of this approach will be tolerated today. Channels and procedures are created to yield practical results: if they fail to yield the practical results needed by ORE or OO or OSO then they are inadequate and must be changed. Prerogatives are sterile, and must never be cited as reason for denial of a request.
3. Security regulations for CIA are written by the Executive for Inspection and Security, who is authorized and competent to (a) modify, (b) revise, (c) allow exceptions to, or (d) cancel any of them. When OCD is requested to perform a service which involves conflict with security regulations it will consult with I&S and find a way to resolve the difficulty. It will not say to the requester, "This is impossible; security regulations prevent us from doing this." When it happens that the Executive I&S must refuse authorization for OCD to perform a particular service which has been requested by one of the other offices, then it is the Executive for I&S and not OCD who must accept responsibility for the refusal.
4. OCD is in close daily contact with ORE, and therefore receives more requests from ORE analysts than from personnel of the other offices. No such request will be denied save by the Office of the Assistant Director. It is the duty of Branch and Division Chiefs, whenever possible, to find solutions for the difficult requests which come to their offices. When they are unable to do so, when it appears impossible to comply with a given request because of conflict with security regulations or other considerations, the requester is to be assured that every effort will be made to get him the results he needs, and the request itself is to be referred to Col. Caum, or Dr. Addicott, or the undersigned.
5. Branch Chiefs will ensure that all of their personnel who have any contact with personnel in other offices of CIA are thoroughly indoctrinated in the content and the intent of this memorandum.

 James M. Andrews

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